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ORR

*Office Memorandum* • UNITED STATES GOVERNMENT

TO : Director of Training

DATE: 29 AUG 1951

FROM : Assistant Director for Research & Reports

SUBJECT: Career Corps in CIA

REFERENCE: A Program for the Establishment of a Career Corps in the Central Intelligence Agency, dated 7 August 1951.

1. We realize that Agency thinking on the subject of a Career Corps has not yet matured and appreciate this opportunity to comment on the proposal in its present stage. Before planning proceeds we urge that you review the question of whether or not there should be a formalized Career Corps in CIA. We would also like to say that from the perspective of ORR we are strongly opposed to the creation of such a corps. We feel that it would create the same kind of difficulties in CIA that are encountered in the Department of State in connection with the Foreign Service of the United States. (The Hoover Commission recommended the abolition of the Foreign Service as a separate corps.) Specifically:

a. It would tend to create a caste system within CIA that would damage the general morale and create a conflict between loyalty to the Corps and loyalty to CIA as a whole.

b. A Career Corps is proposed as a means of finding and keeping the people who are getting ahead and who are highly motivated for work in CIA. We submit that it is those people who will stay in CIA anyway and that the creation of a formal corps will not be an added attraction to them.

c. Enforced CIA or office utilization of key personnel from the Corps would limit the acquisition of new blood at the higher levels of the Agency where, in normal situations, it is most usually needed. We believe that the recent reorganization of CIA amply demonstrates the desirability of bringing in people at higher levels who have proven their skill outside of the organization.) Naturally there are many good people who have spent years in the Agency and there should likewise be no bar to moving them up as they prove themselves.

d. The various measures proposed for training the members of the Career Corps appear to be sound, but they are not enough. Exclusive concentration on intelligence and foreign affairs would have the effect of isolating the members of the Corps from the reality of life in the United States. Intelligence is a part of the process by which the nation makes its policy decisions and must therefore reflect a knowledge of the standards, ideals, and attitudes of the American people as well as a knowledge of the world abroad. We believe that the best rounded intelligence officer is one who knows his own country as thoroughly as he knows any other. We urge, therefore, that further training of CIA personnel, with or without a Career Corps, recognize this need.

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11 2. The sound proposals of the referenced Program, many of which would materially improve the experience and training of CIA personnel, could be used effectively without the mechanism of a Career Corps. (We therefore recommend that the further training and rotation of promising people along lines similar to those of your proposal be put into effect regardless of the final decision concerning a Career Corps.)

3. We would be prepared to make detailed comments on various aspects of your proposal on your request, once the main decisions concerning a Career Corps and a training program have been made.

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